

# WE ARE Perrigo®

Diversity, Equity & Inclusion





# A Message from our President & Chief Executive Officer

The past year taught us many things as an organization and as individuals. We have learned that we can successfully work remotely, adhere to new safety protocols and continue collaborating to deliver on Perrigo's strategic goals amidst a global pandemic. We have learned new ways to manage our household needs, meet family obligations and support our mental health.

Other lessons learned during the last year have been less positive. We witnessed the disproportionate way in which the pandemic has impacted certain groups of the population and the social unrest related to the tragic deaths and violence toward individuals that identify with the Black and Asian communities and other communities of color. These instances of violence and social unrest further highlight the gaps between understanding, acceptance and inclusion that persist in our society.

While we cannot reasonably solve the greater societal issues, we can do our part by continuing our commitment as a company to support well-being and inclusion for our colleagues, consumers, and communities.

- **Perrigo remains committed to providing a healthy and safe work environment for all colleagues.** Perrigo has worked tirelessly to ensure our global team is able to work as safely as possible, whether remote or on site, across 35 countries.
- **Perrigo remains committed to taking action that promotes racial equity and providing a work environment free of illegal discrimination and harassment.** Our Racial Equity Roadmap outlines Perrigo's actions to promote racial equity, including our campaign recognizing the International Day for the Elimination of Racial Discrimination.
- **Perrigo remains committed to promoting a culture of well-being.** As a global self-care organization, we support our colleagues through a six-pronged approach to well-being.

As we transform to a self-care organization, we know our diverse consumers and their loved ones depend on us for their self-care solutions. Our own diversity and efforts to foster an inclusive environment, will only strengthen our ability to make lives better by bringing Quality, Affordable Self-Care Products that consumers trust everywhere they are sold.

This report outlines our journey as an inclusive organization and the key actions we have taken to care for our colleagues, consumers, and the communities in which we operate.

**Murray S. Kessler**

President & Chief Executive Officer

# Diversity, Equity & Inclusion Leaders



"Our Diversity is a gift! It drives our creativity and innovation, enabling us to deliver high-quality products that consistently meet, or exceed, consumers' self-care needs."

"We prioritize Diversity and Inclusion at Perrigo because we value our individual differences and the collective strength they generate when applied toward our self-care strategy. This focus on our D&I journey equipped us to respond quickly and with care to the challenges presented by COVID-19. We were able to remove barriers, keep our people safe, and embrace unique individual needs, all without compromising our ability to deliver the self-care products consumers needed."

"This approach supported Perrigo during the pandemic and will continue to guide us going forward."

**Join us!**

**Grainne Quinn, M.D.**

Executive Vice President  
Chief Medical Officer



"Perrigo's business model is grounded in self-care and so is our culture. Our focus on inclusion helps us ensure all colleagues feel welcomed, valued, and respected. We regularly monitor the level of engagement and enablement our colleagues feel. This is one of the many ways we ensure everyone's voice is heard, along with listening sessions across the business."

"Our self-care commitment also extends to our 'Six Dimensions of Well-Being' outlined in this report. Our culture focuses on well-being holistically, with an emphasis on traditional self-care, such as emotional well-being, but also non-traditional well-being, such as financial health."

**Join us!**

**Robert Willis**

Executive Vice President  
Chief Human Resources Officer



"Perrigo recognizes that diverse teams are more innovative, leading to a healthier organization and generating better business results. We believe in the power of cross-cultural collaboration and encourage our team to celebrate their cultural heritage and embrace who they are as individuals."

"We also encourage leaders to see the potential in others and support our colleagues to achieve their professional goals. At Perrigo, we provide extensive development support to all colleagues across the globe, including thousands of GROWYOU learning options, education support, and mentorship programs."

**Join us!**

**Alicia Carrasco**

Vice President  
Human Resources Americas



"Enabling people on the journey toward inclusion doesn't just happen. It requires a committed executive leadership team, a clear strategy, measurable goals, influential leadership, collaborative partnerships, accountability and an engaged workforce across our global organization."

"My goal is to guide Perrigo's DEI efforts with a focus on equity, inclusion, inclusive leadership, and cultivating an environment where each of us can bring our true self to work and perform at our best. We recognize, respect and leverage our diversity to make Perrigo an employer of choice and to create maximum value for our consumers that trust us with their self-care needs."

**Join us!**

**Kolene Miller**

Global Diversity Officer

In this report, DEI and D&I are both used when referring to Diversity, Equity, & Inclusion.



# Join Us



Let's go on this journey together. And walk a mile in each other's shoes.  
One conversation at a time. With an open and curious mind.

**JOIN US!**

*Together, we are making lives better.*

# The Path We Have Taken

We believe it is important to have a clear, actionable strategy to create clarity of the path forward. We are on year two of our three-year D&I strategy that focuses on the three key topics below.

	Awareness & Education	Talent Strategies	Governance
Our Focus	We create awareness and educate our workforce on our D&I strategy, initiatives, and concepts.	We strengthen our talent management practices through a lens of inclusion.	We create a governance structure and key metrics to establish our foundation and monitor progress.
Progress Highlights	<ul style="list-style-type: none"> <li>• Strategy rolled out across 35+ countries</li> <li>• Introduced “Behaviors of Inclusion” and introduced a new “Diversity &amp; Inclusion” element in our competency model</li> <li>• On-going focus on personal storytelling</li> <li>• Implemented self-paced D&amp;I learning options</li> <li>• Launch bi-monthly D&amp;I newsletters on key topics</li> <li>• Implemented an “Inclusion Influencer Network” of senior leaders that bring D&amp;I concepts to life across the organization</li> </ul>	<ul style="list-style-type: none"> <li>• Conducted a global survey to understand the engagement and enablement levels of our colleagues</li> <li>• Partnered with new organizations to attract diverse applicants</li> <li>• Offer on-going Unconscious Bias training for leaders and focus on “culture add” by attracting a candidate pool that will continue to diversify our workforce; moving away from “culture fit,” which can lead to a homogeneous workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Established clear metrics aligned to our strategy including a commitment to the United Nations Sustainability Development Goals</li> <li>• Regularly engage with Perrigo’s Board of Directors to review our progress against goals</li> <li>• Continued focus on driving equitable pay for women and people of color</li> <li>• Implemented a global anti-harassment / non-discrimination policy with training</li> <li>• Our Perrigo Foundation continues to support the underserved and underrepresented</li> </ul>



**Perrigo’s strategy is supported by our *Inclusion Influencer Network*, 25 highly influential senior leaders within Perrigo, to help shift the culture toward greater inclusiveness.**



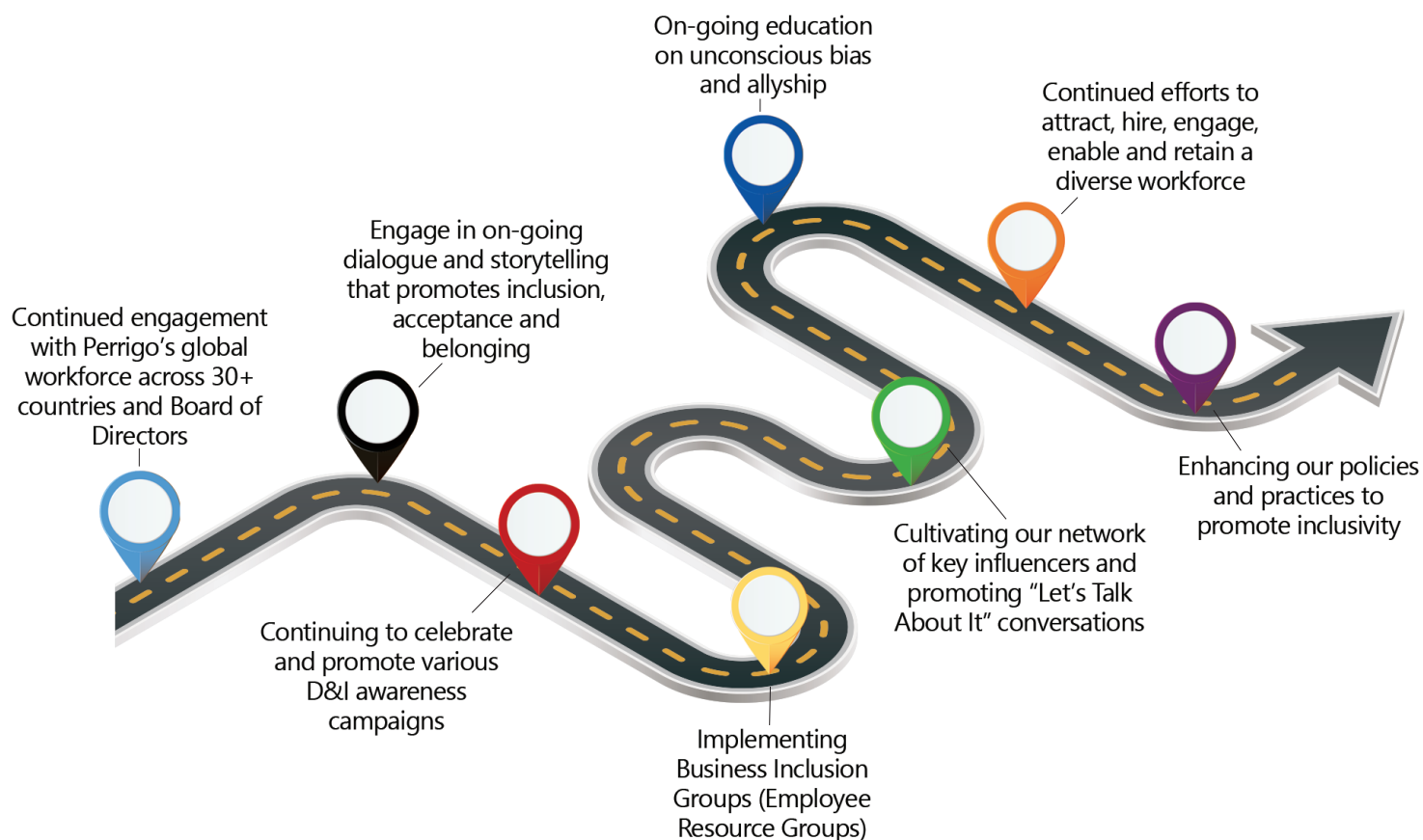
**Learn more about our Diversity & Inclusion Strategy**

(Use your phone camera or QR code reader)

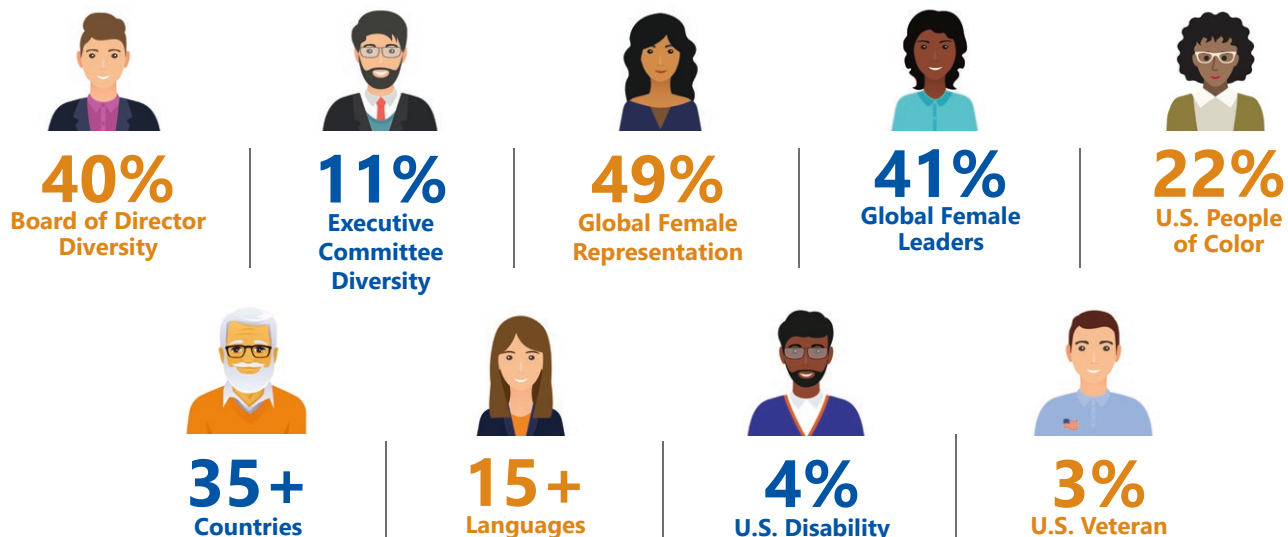
Or visit our website:  
[www.perrigo.com/perrigo-diversity-and-inclusion](http://www.perrigo.com/perrigo-diversity-and-inclusion)

# The Path Ahead

We have a clear path forward that focuses on education, allyship, and inclusive practices.



## Diversity Statistics



# Corporate Responsibility

Perrigo's corporate social responsibility (CSR) strategy is based on a Triple Bottom Line—the balance of our People, the Planet, and our Financial Performance. When it comes to people, we strongly believe DEI is critical to success and an important component of how we operate.

The United Nations 2030 Agenda for Sustainable Development includes 17 Sustainable Development Goals, which aim to create an equitable, just and sustainable global society. In 2019, Perrigo adopted six of these 17 goals. Two of these goals—numbers five and 10 address inequalities. Whether it's empowering women and girls or taking a zero-tolerance approach to any form of illegal discrimination, we believe diversity unlocks the potential for all our people, and inclusion unlocks the power of diversity.



“

*Even though I started during the pandemic, it has not been difficult to integrate into Perrigo. I think that is because people want to be here and want to do a good job. They want to be part of a team, so they make the effort, and I felt that. I was welcomed with open “virtual” arms.*

- Candace Randle

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*To learn more about our progress with D&I, along with other social and environmental initiatives, we encourage you to read the Perrigo 2021 Corporate Social Responsibility Report on [Perrigo.com](https://www.perrigo.com).*

# Dimensions of Diversity

Our path includes focusing on multiple dimensions of diversity and educating, engaging and inspiring our colleagues along the way with personal, impactful and real story telling. We focus on different topics annually and engage all sites, providing flexibility for each site to take action that aligns with local customs and social environment.

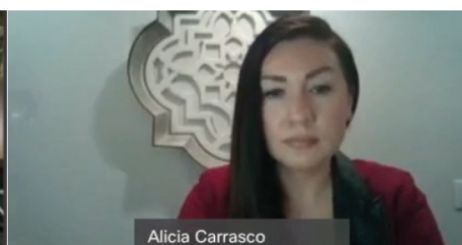
## Perrigo's Journey Toward Racial Equity

Perrigo's racial equity roadmap outlines the path we are taking to raise awareness of race and ethnicity-based inequity and to promote hope, healing, learning, inclusion and allyship in support of our Black and Asian communities, as well as, other communities of color and allies.

The tragic deaths, violence and overall social unrest prevalent in society today further highlights the need for understanding and belonging. Learn more about Perrigo's stance on promoting racial equity on our website [www.Perrigo.com](http://www.Perrigo.com), featuring a D&I message from our President and CEO, Murray Kessler.



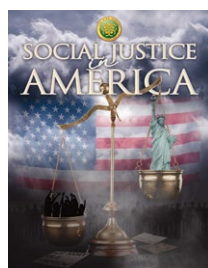
*Sonia Hollies - Senior Vice President of Tax & Treasury*



*Alicia Carrasco - Vice President, Human Resources Americas*



*Jim Dillard - Executive Vice President & President of Consumer Self-Care Americas*



Perrigo held a global campaign focused on the "International Day for the Elimination of Racism" in March 2021 with a panel discussion, speakers, and extensive learning resources. We focused on learning about the experiences of others through storytelling with an emphasis on allyship.

Perrigo is pleased to have participated in ***The King Center's Social Justice in America*** Commemorative Publication.



“

*I take the time to make sure all employees are seen as people and that their voices are heard here at Perrigo. They are a part of my family and I want them to feel that way when we are together. I believe Perrigo's employees are the ingredients to Perrigo and its product and overall success. Without those ingredients (us), we would not be effective or functional and its important to carry that mentality everyday we are here.*

- Kykeo Phimmasane

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# Perrigo's Racial Equity Roadmap

Perrigo's core values, **Integrity, Respect, Responsibility**, and our **Code of Conduct** serve as the foundation for how we interact:

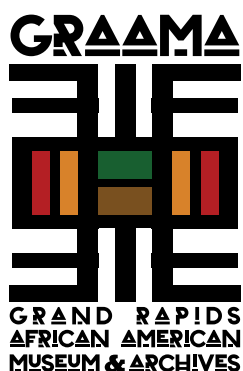


## Perrigo Promotes Cultural Diversity

Our network of colleagues spans more than 35 countries, multiple languages, unique identities, and cultural heritages. We embrace and celebrate this diversity by drawing awareness to the various cultures represented across Perrigo.

Leveraging our different experiences and perspectives, along with our collective expertise in producing trusted self-care solutions, enables us to be an agile leader in our industry and best serve our diverse consumers.

The Perrigo Company Charitable Foundation donated to the Grand Rapids African American Museum and Archives (GRAMMA). The museum and archives exist to collect and retell the rich, colorful stories the compose the historic African American tapestry of living in Grand Rapids.



Experience the many cultures represented at Perrigo! Point your camera at the QR code.



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*Working at Perrigo feels like finding a home: we are part of a family centered around the values of respect and inclusion.*

*You are a fan of Michigan State or Star Trek? You belong with us.*

*You are quirky and nobody looks/thinks/does things like you? You belong with us.*

*You have a visible or invisible disability? You belong with us.*

*Diversity is more than welcomed, it is celebrated!*

- Doriane Le Bourse, PhD

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## Perrigo Supports Pride

June is Pride Month, when the world's LGBTQ+ communities and allies come together to seek equality, to educate, and to pursue freedom to be themselves. "LGBTQ+" is an abbreviation for the community of people who identify as lesbian, gay, bisexual, transgender, queer, plus any other sexual orientation or gender identity.

Perrigo proudly employs many individuals that identify as members of the LGBTQ+ community. We also recognize there are many allies in our workforce that are parents, family members, and friends of members of the LGBTQ+ community.

In addition to switching to a Pride version of our corporate logo each June, Perrigo colleagues engage hearts and heads by sharing powerful, personal stories about their journey as a member of the LGBTQ+ community or as an ally. We further support LGBTQ+ members of the Perrigo family by offering healthcare benefits and support resources for same sex married couples in countries where local legislation allows us to do so.



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*Over my 30-year career with Perrigo, I have experienced an evolution of acceptance of the LGBTQ+ community in our society and workplace. Over the past 10 years in particular, Perrigo has made great strides in being a comfortable place to work and be yourself.*

*Within the most recent 2-3 years, as our Diversity & Inclusion task force has been established, I am very proud of the meaningful advancements Perrigo has undertaken to embrace and leverage each of our unique perspectives and talents.*

- Kris Kallembach

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In October 2021, Lidl Poland awarded Perrigo Poland the “Lidl Fair Pay” award which distinguishes retail trade sector companies that apply equal pay policies.

## Inspiring the Women of Perrigo

With a workforce that is approximately 50% female, we are pleased to recognize the social, economic, cultural and political achievements of women across the globe.

In a year when a record number of women left the workforce, focusing on women is more important than ever to continue to work to close the global gender gap women face in representation, pay, and overall human rights.

Perrigo focuses on celebrating the contributions of our female colleagues by recognizing International Women’s Day each March, sponsoring events in support of women and providing extensive learning opportunities. The goal is to enable the Women of Perrigo to be able to show up, contribute their best, set goals and achieve their ambitions.



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*As an openly gay woman, I’m acutely aware that unconditional acceptance at work has allowed me to thrive. I’m also passionate about social justice and equality, which is why I’m one of a number of people championing D&I initiatives across the UK. I’ve noticed a tangible step-change since we’ve actively scheduled time to share different perspectives and challenge the way we think, act and speak - global D&I events are proving to be merely the starting point!*

*I’m really proud of our genuine commitment to broaden the diversity of our workforce and create a more inclusive environment for our colleagues to flourish.*

- Caroline Norfolk-Shaw

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## Perrigo Supports Men

We believe "diversity" includes everyone and men are no exception. We take action to promote awareness of topics unique to men, with our most recent focus being on promoting men's health and well-being.



Our recent Movember campaign focused on raising awareness of testicular and prostate cancer, often considered "taboo" topics of discussion. We also raised awareness of the rate at which men experience homelessness and provided resources related to suicide prevention. Additionally, colleagues were offered a self-care audit focused on men's overall health and well-being.



## Promoting Mental Health

Knowing that one in four of us will be affected by mental illness during our lifetime and that millions of people around the world experience depression and anxiety, Perrigo focused on World Mental Health Day. From green ribbons to green hair nets, we brought attention to this, often invisible, disability. Our campaign focused on recognizing the signs, reducing the stigma that sometimes is associated with mental health, provided resources and provided tips to cope and prevent mental health challenges.



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*After graduating college in 2018, I began my transition into the work force. I wanted to join a place where I could grow and learn. A quick LinkedIn search of Perrigo and its current colleagues gave me a glimpse of people being able to grow with the company. In my short time with the company, I have been able to grow and learn as I try to reach my ultimate career goal.*

- Sonny Haskins

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## United States Veteran's Day

Perrigo has veterans from all different branches of service that represent a vital part of our workforce. Our U.S. based veterans committee holds an annual flag raising ceremony and recognizes veterans who serve their country in various ways.

Perrigo has highlighted the journey of veterans, both internally, and on social media channels, where our veteran colleagues share how their time in service has translated to their work at Perrigo. Prior to the pandemic, Perrigo also hosted annual events recognizing our veterans and showing our appreciation for their service.

*Our creative veterans committee also recognizes Michigan-based veterans annually with commemorative coins such as what you see pictured below on the left.*



# Focus on Disability Inclusion



The [Valuable 500](#) is a global movement putting disability inclusion on the business leadership agenda. Its purpose is to engage the most powerful force on the planet – business – to prioritize disability inclusion with the company’s Board of Directors, to implement and uphold a global non-discrimination and anti-harassment policy, to ensure all sites have an external disability partner, and to publicly share the company’s commitment to the Valuable 500.



**Taking action.....**As a self-care organization, we believe in the power of disability inclusion! From providing guidance on color-blind friendly reporting, to providing reasonable accommodations in the workplace, to attracting, hiring, and retaining individuals with a disability, to our six-pronged well-being approach, we are partnered with the Valuable 500 and on our journey toward greater disability inclusion.



Perrigo commits to supporting local organizations that enhance the health, well-being and education within the communities in which we work and live.

Perrigo further delivered on our Valuable 500 commitment through a two-year, \$100K, sponsorship with the U.S. Equestrian Federation to support para dressage nations cup competitions in the United States during 2021 and 2022.



Perrigo also partnered with the former **Grand Rapids Drive G-League basketball team** in Michigan, USA to host an instructional basketball clinic for Special Olympics athletes in the West Michigan community, where participants met and learned skills from the pros.

*“We are so thankful for the efforts of Perrigo and the Grand Rapids Drive for allowing all of these athletes to have a great day playing and learning from their new professional friends.”*

- Chris Thomas, Special Olympics Michigan



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*In the southern cluster of Europe, we started to be aware about D&I just few years ago when Perrigo started to set D&I as an objective to embrace and enhance. At the country level we started to celebrate D&I with company events and activities to generate awareness like workshops, lunch-education meetings, yoga sessions, asking colleagues to express through drawings what D&I was for them and they enjoyed these moments because they could freely express themselves and learn more and more about D&I concepts.*

*If I look back, I see how much we have improved and how proud our Perrigo colleagues are, who showed in the last Engagement Survey how much they trust the effort we have done as a company. If I look forward, I see clearly that we have to continue on the right way of generating consciousness about the wide D&I concepts and be active on putting plans into action, as we have done successfully up to now.*

- Monica Sanchez

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### In the News

Perrigo's D&I efforts are gaining external attention, as evidenced by an interview conducted by the *Detroit Free Press* with our President and Chief Executive Officer, Murray Kessler, focused the Company's partnership with the Valuable 500 and our disability inclusion efforts.



### Promoting Inclusion through Color Blind Friendly Presentations and Communications

Colors can be used to highlight important data, create relationships between different objects and guide a viewer through a story being told. However, color choices also can influence whether information is received as intended, especially by individuals who may experience color blindness.

Perrigo developed a colorblind friendly color palette to improve accessibility and to leverage data more efficiently. The new palette includes corporate colors plus recommendations for substituting problematic colors, such as red and green, and pairing icons and other visual cues with color to convey meaning. Considering accessibility has helped Perrigo drive informed decision making and utilize the full power of our analytics for all users.





## Perrigo's Global Well-Being Program Empowers Diversity & Inclusion

Perrigo believes each person positively contributes unique value to their community and workplace. When individuals are equipped with the appropriate resources to take care of themselves and their loved ones, they are more apt to engage with and contribute to the communities in which they work and live.

Perrigo's Global Well-being Program is anchored in the belief of Empowering Your Self-Care. Our partner, Magellan Healthcare, provides best-in-class self-care resources for our colleagues and their household members to support all six dimensions of well-being: **Physical, Emotional, Financial, Work-Life, Community** and **Educational**.



- **Trust, equity and accessibility are a priority.** Resources are free, available in all local languages, and over 99% of our colleagues are within 25 miles of a licensed counselor. Individuals can choose who they want to work with based on factors like ethnicity, sexual orientation and religious affiliation.
- **We meet people where they are.** Example services include free legal and financial support, assistance finding dependent care in their community, free counseling and life coaching, mindfulness training, on-demand webinars and even referrals to local contractors for home repairs.
- **We help people find the resources they need.** If our program cannot assist an individual's concern, referrals to professionals outside of the program are provided.

In addition to the Magellan Healthcare website, Perrigo has established a Global Well-Being section on the company's intranet. This resource includes articles, mini-webinars, emotional well-being toolkits and tools and is available 24/7.



## Perrigo Total Rewards Built on Diversity, Equity and Inclusion

Perrigo offers healthcare benefits in 17 countries, parental leave benefits in 29 countries, and educational reimbursement benefits in 10 countries. These self-care resources are designed to help our colleagues focus on themselves and their household members and encourage community engagement. In addition to traditional benefit plan offerings, the U.S. benefits plan design includes benefits for same sex married partners, applied behavioral analysis (ABA) therapy for children who experience autism spectrum disorder (ASD) and other developmental conditions, patient-centered Medical Home Doctor opportunities, and free diabetes and hypertension management supplies. Other diversity, equity and inclusion features of the U.S. plan include:

- Enrollment support for multiple languages
- Up to 100% coverage for the most expensive injectable drugs
- Adoption assistance for growing families
- Best-in-class emotional well-being support with a dedicated Employee Assistance Program (EAP) counselor, virtual therapy options and numerous mindfulness training programs
- HEALTHYyou Well-Being Program to engage in self-care activities and Diversity & Inclusion initiatives year round
- Telemedicine opportunities to overcome geographic or mobility barriers
- Medical procedure cost comparison tool
- Pet care discount program

### Perrigo Medgenix Belgium team shows support for **World Down Syndrome Day!**

21st day of March, annually  
Fun socks!

~Find Your Match~

#### Why Socks?

Down Syndrome International invites everyone to wear odd socks to support World Down Syndrome Day. Chromosomes are shaped like socks and represent the uniqueness of the triplication of the 21st chromosome that is linked to Down Syndrome.



# Perrigo Helps a Team of Moms Launch Bobbie Baby Organic Infant Formula

## *Perrigo Plays Critical Role in Launching the Only Female-Founded and Led Infant Formula Company in the United States*

Laura Modi entered the infant formula business and launched Bobbie Baby Inc. after discovering she couldn't breastfeed her own child. Originally from Ireland, Modi knew the formula options were different overseas, and she became frustrated when she couldn't find a European-style formula in the United States.

The challenger brand's 2019 pilot launch in the San Francisco Bay Area failed after Bobbie drew the attention of the media—and Food and Drug Administration (FDA) scrutiny over regulatory issues that resulted in a product recall. But Bobbie's founders refused to give up their mission to bring a European-style formula to the U.S. market, and their heroine journey led them to Perrigo for our Nutrition team's industry experience and FDA-approved, U.S. manufacturing facilities.

With our help as a manufacturing partner, Bobbie recently launched Bobbie Baby Organic Infant Formula, the nation's first European Style Recipe in the United States. Sales for the new product are

much higher than projected, and the story of a mission-driven, mom-led and diverse formula company has gained the attention of mainstream media, including *Vogue*, *Forbes*, *Fortune* and *Inc.* magazines.

"As a mother of three, including a pandemic baby, I have personally felt the pressure to breastfeed longer than I could or wanted to, and I am proud that Bobbie will support parents and nourish babies—including my own—with a European-Style Recipe formula option that meets FDA requirements," said Modi.

"Beyond a purposefully sourced infant formula, our mission is deeply personal, because there is nothing more personal than how you feed your baby. We want to evolve the conversation on how we feed our babies to be inclusive of all feeding journeys. It's time to make feeding a baby about confidence, not comparison. There should be no stigma or shame associated with how a parent chooses to feed their baby. Period."



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During a pandemic year when three million moms left the workforce, this women-led company built and hired a team of moms to create the change they want to see in the formula industry.

**Learn more at [www.HiBobbie.com](http://www.HiBobbie.com)**

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## ScarAway® Promotes Inclusivity

In 2015, Perrigo acquired woman-owned brand ScarAway® with a mission of carrying on the founder's vision of making professional-grade, advanced silicone technology scar treatments more accessible and affordable.

### Through research, Perrigo learned that:

- One in five Americans suffers from scars annually [1]
- Darker skin tones are more susceptible to develop raised scars (keloids) [2]
- Natural oils produced by the body are influenced by ethnicity and can impact the adhesion of silicone sheeting
- Over 1/3 of scar sheet users dislike that they are noticeable or don't match their skin tone [3]

Perrigo went to work and implemented another version of our ScarAway® product that takes research into account and is a more inclusive option. The result is a transparent, long lasting, lightweight design, ideal for any skin tone and type.

### Today, we're proud to be the #1 Dermatologist and Plastic Surgeon recommended silicone scar treatment brand [4]

Whether it's through our partnership with The Skin Cancer Foundation, collaboration with The Breasties, an organization focused on empowering those affected by breast and reproductive cancers, or engagement with beauty and wellness advocates, we thrive on empowering scar sufferers to take control of their healing journey and in a way that respects individual uniqueness.

[1] [CDC.gov](https://www.cdc.gov); P&S Market Research 2020

[2] <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4961501/>

[3] Soapbox Concept Idea Research 2019

[4] Of U.S. physicians surveyed by an independent market research firm



# Science-Based Naturals for People with “Invisible Disabilities” and Other Conditions

## Perrigo Explores THC-Free CBD Market to Offer Innovative Self-care Solutions

Perrigo is accelerating our self-care innovation pipeline to focus on five global growth platforms. One of these platforms is science-based naturals. In 2020, we entered the cannabidiol (CBD) market through a strategic investment in, and long-term supply agreement with, Kazmira LLC. The fast growing and rapidly evolving CBD market is emerging organically in response to changing consumer preferences for natural remedies.

“We are exploring science-based naturals and believe THC-free CBD products fit perfectly into our self-care strategy,” said Cynthia M. Barber, PhD, senior director of new product innovation.

“Until now, this emerging industry has lacked the regulatory expertise necessary to bring a trusted supply of CBD to market. We have this knowledge and track record of compliance across industries. This will enable Perrigo to lead the CBD industry through the next phase by proactively engaging with regulators and developing rigorous quality standards.”

Dr. Barber has a long tenure of success in research and development, regulatory affairs, and quality control. She is an internationally recognized expert in biochemistry, molecular biology, epigenetics, nutrition, and diabetes. Dr. Barber is also passionate about helping people achieve health and wellness through self-care.

CBD and other science-based naturals demonstrate real promise for self-care, especially in areas that matter to consumers. They want better self-care solutions for sleep, immunity, and mental health. We’re also focused on finding self-care solutions for people with ‘invisible disabilities’ such as anxiety, stress, depression, and chronic pain.

## Perrigo Promotes Awareness and Education of Multiple Aspects of Diversity

Perrigo's Global Diversity Campaigns	Month	2019	2020	2021	2022
	March	International Women's Day	Recognizing & Respecting our Diversity	Elimination of Racial Discrimination	International Women's Day
	June	N/A	LGBTQ+ Pride Month	Cultural Diversity	Cognitive Diversity
	November	World Mental Health Day	Movember – Men's Health/ Wellbeing	International Day Of Persons With Disabilities	Mental Health & Wellbeing



# The Perrigo Company Charitable Foundation

The Perrigo Company Charitable Foundation serves as the philanthropic arm of Perrigo, dedicated to supporting organizations and programs that enhance the health, well-being and education of individuals and communities worldwide. Established in 2000, the Perrigo Foundation is a private, non-profit organization wholly, and proudly, funded by Perrigo Company plc.

The Perrigo Foundation's mission to make lives better in the communities we serve is an extension of our company's self-care vision. The foundation is globally aligned, but locally focused on the following three strategic areas:

## Healthcare:

Advancing accessibility, quality and affordability in health services, including healthcare education and preventative care.

## Education:

Supporting youth and adult career success through the development of necessary job skills, cultivating confidence, as well as education access and affordability.

## Supporting the Underserved:

Addressing essential needs for vulnerable populations (kids, elderly, special needs, economically disadvantaged or marginalized communities).

**\$43.6M**

Donated in the  
last 10 years

**\$27.1M**

In cash donations

**\$16.5M**

In product donations



For more information on The Perrigo Company Charitable Foundation and Perrigo's community and philanthropic initiatives, we encourage you to read the Perrigo 2021 Corporate Social Responsibility Report on [Perrigo.com](https://www.perrigo.com).

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*The United Nations' Sustainable Development Goals are more than just an exemplary set of goals and aspirations for a more sustainable future. It's a roadmap for organizations on how to be effective and profitable as the world heads into the new normal. To be successful, we must attract the best talent. To unlock those talents, we must provide an empowering work environment that values their differences. That's why D&I is such a priority for us.*

- Steve Ramus

Senior Director, Corporate Social Responsibility & Sustainability

Learn more about Perrigo's CSR Initiatives on page 6.



# 2021 Diversity, Equity & Inclusion Report Appendix

Data as of June 30, 2021.

## Global Gender Representation\*

Level	Female	Male	Non-binary	Total
Board of Directors	3	7	0	10
Operating Committee	1	8	0	9
Vice President	23	41	0	64
Director	108	185	3	296
Manager	337	424	4	765
Individual Contributors	2,564	1,999	27	4,590
Operators	1,888	2,424	17	4,329
<b>Company-wide</b>	<b>4,924</b>	<b>5,088</b>	<b>51</b>	<b>10,063</b>

## Global Age Distribution

Level	16-25	26-35	36-45	46-54	55 & above	Total
Board of Directors	0	0	0	2	8	10
Operating Committee	0	0	0	2	7	9
Vice President	0	2	18	27	17	64
Director	0	17	124	102	53	296
Manager	0	152	288	228	97	765
Individual Contributors	291	1,520	1,348	858	573	4,590
Operators	361	807	1,174	1,186	801	4,329
<b>Company-wide</b>	<b>652</b>	<b>2,498</b>	<b>2,952</b>	<b>2,405</b>	<b>1,556</b>	<b>10,063</b>

\*Reported data is based on a combination of employee self-disclosure (where legally permissible and available) and leader input (estimation where legally permissible) where data is unavailable.

## U.S. Race / Ethnicity Representation

Level	Hispanic or Latino	White	Black or African American	Asian	Two or More Races	American Indian or Alaskan Native	Native Hawaiian or other Pacific Islander	Does not self-disclose	Total
Board of Directors	0	9	1	0	0	0	0	0	10
Operating Committee	0	6	0	0	0	0	0	0	6
Vice President	2	34	1	1	0	0	0	2	40
Director	3	124	0	6	2	1	0	16	152
Manager	10	268	5	18	4	1	1	10	317
Individual Contributors	103	1,445	64	117	22	5	2	82	1,840
Operators	317	1,883	132	194	39	6	6	136	2,519
<b>Total</b>	<b>435</b>	<b>3,769</b>	<b>203</b>	<b>336</b>	<b>67</b>	<b>13</b>	<b>9</b>	<b>246</b>	<b>4,884</b>

## U.S. Veteran and U.S. Disability

Level	U.S. Veteran	U.S. Disability
Board of Directors	0	0
Operating Committee	0	1
Vice President	0	1
Director	5	2
Manager	8	10
Individual Contributors	56	90
Operators	101	111
<b>Total</b>	<b>170</b>	<b>215</b>

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**Racial Equity Roadmap:** Hadley Harrison

**"We Are Perrigo" video:** Doriane Le Bourse, PhD

**Contact:** OfficeofDiversityandInclusion@Perrigo.com



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